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- a. A mission statement for the Division of Probation and Parole. (3D-04)
  - b. Long range goals for the Division of Probation and Parole. (3D-04)
  - c. Measurable objectives that can be accomplished by field staff in pursuit of long range goals. (3D-05)
  - d. Priorities related to goals, objectives and policies of the Division of Probation and Parole. (3D-05)
3. Establish or direct the establishment of policies and procedures needed to maintain operational standards and achieve long range goals: (3D-05)
  - a. Assess and document achievement of goals and objects. (3D-08)
  - b. Internally monitor operations and programs through annual inspections and reviews. (3D-09)
  - c. Annually review performance and implement program changes in response to findings as necessary. (3D-08)
4. Establish a workload formula for the allocation of work and resources according to need, which shall consider legal requirements, geographic areas and administrative tasks required of the officers. (3A-25)
  - a. Caseload size guidelines shall consider offender risk and needs, agency staffing, and prioritization of supervision services and program resources.
  - b. The workload formula shall be reviewed annually by the Director or designated staff.
5. Ensure the agency has a structured communication process that facilitates the timely exchange of information with all level of employees. All levels of staff participate in the development and review of the organizational mission, goals, policies, procedures, rules and regulations. (3A-29; 3D-07)
6. Assess annually personnel needs and plan for recruitment, training, and staff development, in conjunction with the Department of Corrections Division of Training and Personnel Branch. (3A-10)
7. Oversee research and collection of data as a part of an overall management, planning, and research capacity by: (3D-31)

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- a. Designating specific personnel to routinely collect data, record, organize, process, report, and conduct research on that data. (3D-32)
  - b. Receiving quarterly reports from the individuals in charge of the information systems and research programs. (3D-33)
  - c. Approving research projects prior to implementation. (3D-37)
  - d. Reviewing annually a statistically valid job task analysis to determine the knowledge, skills, and abilities needed to perform agency tasks. (3A-11)
8. Work with community partnerships in the practice of community justice to prevent victimization, provide conflict resolution, and promote public safety. (1A-01)
9. Collaborate with community partnerships in problem solving efforts to promote public safety through information sharing and education. (1A-02)
10. Submit a report to the parent agency, at least biennially that includes objectives, programs, budget, major developments, problems, and plans, as well as services furnished to the courts, parole authority, offenders, and the community. (3D-10)
11. Secure space, equipment, and resources necessary for staff to perform agency tasks which provide a safe, healthful, and comfortable work environment. (3D-12; 3E-01)
12. Direct the collection, safeguarding, and disbursement of all funds for drug testing fees into the Department of Corrections budgetary line item for drug testing. Offender fee collection may be conducted through kiosk reporting.
13. Coordinate the Division of Probation & Parole's training program in conjunction with the Division of Corrections Training.
  - a. The agency's training program for all employees is planned, coordinated, and supervised by a qualified employee at the supervisory level. Space, equipment, and reference resources are available for required training programs. (3A-06; 3A-13)

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- b. Annually review and implement the comprehensive agency training plan that provides instruction for the knowledge, skills, and abilities required for Probation & Parole staff duties. (3A-12)
  - c. The training program is reviewed annually. The training program is based on task analysis, needs assessment, and measurable performance-based learning objectives and outcomes. (3A-07)
  - d. Agency training personnel complete a forty (40) hour train the trainer's course. (3A-08)
  - e. All staff members receive the training necessary to build the knowledge, skills, and abilities before assuming assigned duties. (3A-12; 3A-14)
- 14. Assess and implement, where appropriate, cost effective and sustainable strategies for recycling, energy conservation, air quality, renewable energy alternatives, and eco-friendly initiatives. (3D-05-01)
- 15. Perform other duties at the direction of the Commissioner or Deputy Commissioner of the Department of Corrections.